

6/2/09

PROCEDURES: ADMINISTRATIVE SEARCH

		NOTES
Step 1	Determine	
	A. Qualifications for Position	
	1. Experience	2007 Class Description / County Administrator Job Description
	2. Educational Background	
	3. Residency Requirement	
	B. Geographical Concerns	
	1. Local	Done previously
	2. State	Done previously
	3. Regional	Done previously
	4. National	NOT DONE PREVIOUSLY
Step 2	Advertisement / Resume Timeline	
	A. What to include in ad?	
	B. Where to advertise?	
	1. Local papers	Yes
	2. Regional papers	Yes -- see memo
	3. Internet	Yes
	4. Other	We advertised for FREE on SCAC & NACo websites
	C. Resume Acceptance Period	
	1. 4-6 weeks	
	2. Submit resumes to county?	
Step 3	Screening of Resumes	
	A. By Whom?	1 st : ACOG received all & screened for Council 2 nd : HIR received all & screened for THendrix to fwd to Council [potential issues of staff screening potential bias??]
	B. Recommendation of top 15, 15 or 20 based on criteria	
Step 4	Review of screened candidates	
	A. Council Committee?	
	B. Top Candidates sent consideration letters	
	C. General Background checks	
Step 5	Select Top 5 Candidates	
	A. In depth background check	
	1. Law Enforcement	(via) Sheriff's Dept. to do records, NCIC background for any criminal actions in any state
	2. Reference	

	3. Local Media 4. Credit Check 5. MVA 10 year check 6. Other?	
Step 6	Interviews A. Top 5 Candidates interviewed in Executive Session	
Step 7	Select Top 3 Candidates A. Notify Candidates 1. Release of name/resume	
Step 8	One Day Visit for Top Candidates A. Tour of County B. Meeting w/ Department Heads C. Meeting w/ Citizen Committee [meet & greet] D. Lunch E. Tour of County for Spouse [to include SDOC]	
Step 9	Ranking of Top Candidates A. Job Offer B. Contract Negotiations C. Expected Start Date / Notice Period for Current Job	Need input from HR re benefits, County Attny.

Timeline:

Step 1-2	4-6 weeks
Step 3	2 weeks
Step 4	1 week
Step 5	1 week
Step 6	2-3 days
Step 7	1 day
Step 8	3 days
Step 9	Make Selection Minimum 4-weeks before candidate begins work.

Oconee County
Human Resources
Office

Kay C. Olbon
HR Director

Oconee County Administrative
Center
415 South Pine Street
Walhalla, SC 29691

Phone: 864-638-4252
Fax: 864-718-1022

E-mail:
k.olbon@ococonetc.com

To: Council

From: Kay Olbon, Human Resources Director

Re: Human Resources involvement with Administrator search

First Search:

- Appalachian Council of Government guided Council with search, i.e. created posting, time line of search, interview questions, reviewing resumes, job description
- Human Resources sent out postings to (3) states, N.C. (Charlotte Observer), S.C. (The State), Ga. (Atlanta Constitutional) solicitation for 4 weeks, cost paid by Council (approx. \$9,000)
- All Resumes and top letters sent to ACOG to review for qualified applicants
- H.R. completed the screening process, i.e. criminal, credit and forwarded results to Council
- After selection was completed HR scheduled employment physical and benefit package

Second Search:

- Council involved the Interim Administrator for direction
- Human Resources sent our solicitations to same areas as above, at Council's cost
- Resumes and top letters were directed through Human Resources to the Interim Administrator
- Human Resources completed screenings of 5 candidates

Pointers:

- List of questions to equally ask each candidate
- Review application for culling out non-qualified
- Compile in groups of highly qualified to borderline qualified
- Form an internal committee within the 5 council members
- Confidentiality is a must, until down to finalist
- All checking of references and credentials is an internal process within Council
- Negotiate employment contract closely regarding benefits, need to consult Insurance Broker before committing on Medical, Life Insurance and any Disability package.



OCONEE COUNTY
CLASS DESCRIPTION
2007

CLASS TITLE: COUNTY ADMINISTRATOR
ADMINISTRATIVE

GENERAL DESCRIPTION OF CLASS

The purpose of the class is to serve as chief administrative officer of the County; to administer County policy on a daily basis as established by the County Council, and to employ and direct the personnel and activities of all County departments. The class researches and formulates long-range goals for the organization, develops policy and position papers, prepares the annual budget and coordinates with elected officials and citizens.

ESSENTIAL TASKS

The tasks listed below are those that represent the majority of the time spent working in this class. Management may assign additional tasks related to the type of work of the class as necessary.

Serves as chief administrative officer of County government.

To prevent and control property destruction by fire. (inserted by last administrator in order to maintain police certification - not previously in the description)

Executes the policies and legislative actions of County Council.

Manages county services, which include Public Works, Public Safety, Planning and Economic Development, Parks and Recreation, Libraries, Youth Services, Resource Recovery and Recycling and Utilities.

Formulates policies for presentation to and consideration by County Council.

Develops and implements short- and long-range plans for County administration and operations.

Develops performance measurement systems for county services.

Applies for and administers federal, state, and private foundation grant funding.

Recruit, hires, supervises, and disciplines the workforce of the county, including key department heads.

Develops long-range plans with guidance from elected officials and assists in the achievement of common goals and objectives.

Facilitates the flow and understanding of ideas and information between and among elected officials, employees, and citizens.

Directs and coordinates operational and administrative activities of County government.

Directs all County departments, offices and institutions directly, or through subordinate managers, department heads and appointed officials.

Appoints, supervises, motivates and evaluates the work of employees; provides for adequate employee training and development opportunities; approves disciplinary action and termination when necessary.

Prepares and submits annual operating and capital improvement budgets for submission to County Council; supervises the expenditure of funds appropriated by the Council; reviews and approves contracts for goods and services; and determines resource allocations.

Coordinates and supervises the preparation of Council meeting agendas.

Prepares annual, monthly and other reports for Council on fiscal and administrative matters.

Works with legal counsel to resolve legal matters as necessary.

Serves as spokesperson for the County; represents the County to other county, city and state agencies; coordinates County activities with those of other agencies and organizations as appropriate.

Responds to the most difficult or sensitive complaints and requests for information.

INVOLVEMENT WITH DATA, PEOPLE, AND THINGS

DATA INVOLVEMENT:

Requires developing new approaches or methodologies to solve problems not previously encountered by analyzing, synthesizing or evaluating data or information using unconventional or untried methods.

PEOPLE INVOLVEMENT:

Requires directing or commanding others by issuing orders and instructions. Required ability to mediate and inspire performance, coaching skills, delegates to others and participative decision making with others to develop solutions and resolve conflicts.

INVOLVEMENT WITH THINGS:

Requires establishing long-range plans and programs, identifying funding resources, allocating funds for and implementing long-range capital improvements, major construction projects, major equipment, rolling stock, and new technology systems which support goals and objectives of the organization.

COGNITIVE REQUIREMENTS

REASONING REQUIREMENTS:

Requires performing work involving the application of broad principles of professional management and leadership to solve new problems for which conventional solutions do not exist.

MATHEMATICAL REQUIREMENTS:

Requires using mathematics involving the practical application of fractions, percentages, ratios and proportions, or measurements. Ability to prepare budgets and read and understand financial reports.

LANGUAGE REQUIREMENTS:

Requires reading scientific and technical journals, abstracts, financial reports and legal documents; speaking before professional and civic groups; participating in panel discussions and speaking extemporaneously on a variety of subjects; writing complex articles and reports; developing presentations for sophisticated audiences.

MENTAL REQUIREMENTS:

Requires using advanced professional-level work methods and practices in the analysis, coordination or interpretation of work of a professional, engineering, fiscal, legal, managerial or scientific nature and the ability to quickly formulate important recommendations or make decisions that have an organization wide impact. Requires sustained, intense concentration for accurate results and continuous exposure to sustained, unusual pressure, while remaining calm and focused.

VOCATIONAL/EDUCATIONAL AND EXPERIENCE PREPARATION

VOCATIONAL/EDUCATIONAL PREPARATION:

Requires a B.A. degree in Public Administration or Business.

Prefer an MPA, MBA, or related degree and significant experience in Public Finance, Planning, Human Resources and/or Public Works or engineering.

SPECIAL CERTIFICATIONS AND LICENSES:

Professional Association Membership is required.

Requires a driver's license.

EXPERIENCE REQUIREMENTS:

Requires over five years experience in Public Administration, Finance, Human Resources, Planning and/or Public Works as a County/City Manager or Administrator. Substantial supervisory experience required, as well as ability to operate a computer.

AMERICANS WITH DISABILITIES ACT REQUIREMENTS

PHYSICAL AND DEXTERITY REQUIREMENTS:

Requires sedentary work that involves walking or standing some of the time and involves exerting up to 10 pounds of force on a recurring basis or routine keyboard operations.

ENVIRONMENTAL HAZARDS:

The job may risk exposure to no environmental hazards.

SENSORY REQUIREMENTS:

The job requires normal visual acuity and field of vision, hearing, and speaking.

JUDGMENTS AND DECISIONS

JUDGMENTS AND DECISIONS:

Decision-making and problem solving is the entire focus of the job, affecting entire organization and surrounding population; works in an unstable environment with frequent and significant changes in conditions; responsible for long-range goals, planning and methodologies.

ADA COMPLIANCE

Oconee County is an Equal Opportunity Employer. ADA requires the County to provide reasonable accommodations to qualified individuals with disabilities. Prospective and current employees are invited to discuss accommodations.

Beth Hulse

From: Kay O'bon
Sent: Tuesday, June 02, 2009 10:03 AM
To: Beth Hulse
Subject: Search

Beth,

I found my notes from a Council meeting held for the 1st recruitment, a few items missed:

- Additional advertisement in Greenville News, Anderson Independent, and Charleston paper
- AGOG screened resumes down to 10 - 15 applications for Council to interview

Kay



Appalachian Council of Governments

Oconee County Administrator Executive Search

Suggested Recruitment Criteria:

Number of years of experience as county/city manager or administrator
: 5 years. Prefer, in addition, a number of years experience in responsible management positions in county or city government.

Education level: Bachelors degree required, Masters degree preferred

Field of study: BA in Political Science, Public Administration, Business Administration. *Prefer* Masters in Public Administration (MPA) or Business Administration (MBA)

Recruitment from SC only or SC, GA, NC or National

Other special expertise and experience Preferred: Finance, public works, human resources, planning, engineering, or law.

Starting salary range: \$_____ - \$_____ depending on qualifications. Compensation package includes county vehicle or transportation allowance.

Administrator Executive Search Proposed Recruiting Timeframe:

June 4 Council, Agree on general qualifications, approve general ads, agree on advertised salary range, approve general recruiting timeframe.

***June -July County HR/Clerk**, 4-6 weeks of advertisements in selected newspapers, Municipal Association & County Association newsletters and websites, County website *(suggested resume cutoff date: July 15)*

*** July 1-17 ACOG**, Initial screening of resumes based upon council criteria, (expect 75-100 resumes) recommend top 15-25.

***July 18 Council**, Approval of top 15 candidates by Council from resumes pre-screened by ACOG based upon council-established criteria. Council will have access to all resumes. No resumes or copies are to be taken by council. *(executive session- confidential)* **HR/Clerk**, Send consideration letters to top candidates.

***July 21 Council**, Selection of top 5-6 candidates, begin law enforcement check, begin reference checks (vetting), **HR/Clerk** schedule first set of interviews *(executive session-confidential)*

***August 3,4 Council**, First interviews of top 5 candidates (executive session- confidential).

***August 6 Council**, Selection of final 3 candidates, public release of final 3 candidate names and resumes, **HR/Clerk** Schedule visits and second interviews.

***August 17, 18, 19 Council**, Visits by final 3 candidates (tour, meeting with department heads, meeting with citizen committee, lunch, spouse tour), second interviews (executive session), all day event for each candidate.

***August 20 Council**, Ranking of top candidates, agree on general salary, agree on general contract limits. Make Job offer, begin contract negotiation. Expect up to 4-6 week delay after acceptance before the new Administrator can begin work.

Candidate Worksheet

Candidate _____

Years experience as city/county administrator _____

Additional years general management experience in city/county government _____

Education: Bachelors Degree _____ Masters Degree _____

Field of study Political Science _____ Pub. Administration _____ Business _____

City Management _____ Other _____

Local government experience in South Carolina Y N

Current Residence SC _____ Other _____

Significant expertise: Finance _____ Human Resources _____ Planning _____

Law _____ Public Works _____ Engineering _____

Other _____

Notes: _____

Sample Job Ads

Note: Important, for advertised pay, you can use any of the following:

Current salary is XXXX, *or*
Salary up to SXXXX, DOQ, (DOQ depending on qualifications) *or*
Salary DOQ *or*
Salary range is SXXXX - SXXXXX, DOQ

*Important:
Be sure to correct Budget #
amount and # of employees*

Local Ad (Greenville, Columbia etc) County Administrator

Oconee County, South Carolina, (pop. 67,000) is seeking applications for the position of County Administrator. The Administrator answers to a five-member council, and is responsible for 440 employees and a \$42 million budget. Salary is currently \$105,000. Minimum credentials include a B.A. degree and at least 5 years experience as a county/city manager or administrator. MPA, MBA or related degree preferred and significant experience in city/county management and public finance, human relations and public works. EOE. Additional information can be found at www.oconeesc.com. Send Resume and cover letter by July __, 2009 to County Administrator Position, 415 South Pine Street Walhalla SC 29691.

Out of state ad:

Oconee County, SC (67,000) County Administrator. Current Salary \$105,000 + benefits.

Administrator answers to a five-member council, and is responsible for 350 employees and a \$42 million budget. Prefer MPA, MBA or related degree and significant experience in city/county management and public finance, human relations and public works. County is located in the western corner of South Carolina bordered by scenic lakes and the foothills of the Blue Ridge Mountains. Situated less than an hour from Greenville, South Carolina, less than 2 hours to Atlanta, Georgia. EOE. Additional information can be found at www.oconeesc.com. Send resume, cover letter, and references by July __, 2009 to County Administrator Position, 415 South Pine Street Walhalla SC 29691.

Note: (Columbia, SC) To be run in the Columbia *The State* for 2 or 3 Sundays – (date) and (date). The Ad will also be placed in the *Carolina Business Journal* insert (date) and placed on-line for one week with the newspaper's online service.

County Job Announcements

Last Updated: May 29, 2009

If you wish to post or remove a job announcement, please contact Lynette.Jeff@scaca.org.

[Abbeville County](#)

[Aiken County](#)

[Director of Parks, Recreation and Tourism — 5/14/09](#) 

[Anderson County](#)

[Barnwell County](#)

[Beaufort County](#)

[Berkeley County](#)

[Berkeley County Water & Sanitation Authority](#)

[Charleston County](#)

[Chester County](#)

[Detective Officer — 5/14/09](#)

[Paramedic — 5/14/09](#)

[Chesterfield County](#)

[Clarendon County](#)

[Heavy Equipment Operator — 5/12/09](#) 

[Colleton County](#)


[Electrician and Electrician Clerk — 3/5/09](#)

[Darlington County](#)

[Dillon County](#)

[Economic Development Director — 9/8/08](#)

[Fire Engineers/EMTs — 8/12/08](#)

[IT Specialist — 4/22/09](#) 

[Dorchester County](#)

[Deputy Director of Public Works — 4/28/09](#) 

[Edgefield County](#)

[County Attorney — 4/14/09](#) 

[Florence County](#)

[Georgetown County](#)

[Public Works Superintendent — 5/29/09](#) 

[Greenville County](#)

[Greenwood County](#)

[Paramedic — 4/14/09](#) 

[Hampton County](#)

[Horry County](#)

[Jasper County](#)

[Kershaw County](#)


[Lancaster County](#)

[Laurens County](#)

[Advocacy, Lobbying and Federal Representation \(SU P\) — 4/13/09](#) 

[Lexington County](#)

[Administrative Assistant, Library — 5/29/09](#) 

[Paramedic/Public Safety/EMS — 4/13/09](#) 

[Marion County](#)

[Marlboro County](#)

[Newberry County](#)

[Oconee County](#)

[Manager of Roads and Bridges — 10/3/08](#)

[Orangeburg County](#)

[Pickens County](#)

[Richland County](#)


[Airport Manager — 4/1/09](#) 

[Director of Public Works — 4/1/09](#) 

[Spartanburg County](#)

[Sumter County](#)

[City of Sumter, Planner/GIS Analyst — 4/22/09](#) 

[City of Sumter, Planner I — 4/22/09](#) 

[Union County](#)

[Williamsburg County](#)

[EMS Positions — 3/17/09](#)

[York County](#)

[SC Employment Security Commission](#)

[SC — State Jobs](#)

[City of Jacksonville, NC](#)

[Lights Maintenance Superintendent — 4/22/09](#) 

[Lincoln County, NC](#)

[Public Works Director — 3/26/09](#)

CE



Municipal Association
of South Carolina

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Legislative Services

Research/Resources

Affiliate Associations

Education/Meetings

Main Street SC

Insurance/Risk
Management Services

Collection Programs

Technology Enhanced
City Hall

Trades Certification
Program

Job Openings

[View the latest job openings and links](#)

Comptroller The City of Greenville is seeking a Comptroller.

Supervise General Accounting, Payroll, and Accounts Payable; maintain the General Accounting Records by establishing the overall account structure, reviewing and entering into general ledger, and scheduling and monitoring monthly and annual closing of the books; perform financial reporting by preparing annual and internal financial reports; providing City departments with expenditure reports, and responding to questions; coordinate annual audit by ensuring timely closing of the books, preparing data and reports needed for the audit, and answering questions; maintain fixed asset records; manage cash and investments by monitoring bank balances, investing excess cash, projecting cash needs to ensure positive cash flow, and attracting banks and investment brokers; and manage outstanding debt by ensuring scheduled debt service payments and required discounts are made; serves as Assistant Treasurer to Greenville Bank Authority, and oversees maintenance of GVA's accounting records.

Bachelor's degree or equivalent in Accounting is necessary. CPA preferred. Over ten years in managing and supervising the accounting function in an organization. Specific experience in municipal setting is preferred.

Only on-line applications accepted. Please go to <http://jobs.greenville.gov>. (Posted 05/20/09)

Administrative Assistant The Lexington County Public Library is seeking an administrative assistant.

The Administrative Assistant performs the following duties: provides administrative support on reports, projects, and correspondence; provides administrative support to the Library Board of Trustees; attends meetings, instructs and maintains records; prepares financial reports and statistics; gathers information and prepares monthly newsletters; provides support for library meetings and special events; types and processes various documents and maintains subscriptions; maintains supplies, orders and retrieves computer data; prepares copies, labels and files documents; reports building maintenance needs; processes mail; answers telephone; serves as liaison to County committees.

The position requires an Associate's Degree in secretarial science, office management or a related field supplemented by one to two years of responsible administrative experience or a combination of training, experience, knowledge, and skills. Experience with Microsoft Office Excel, Word, Outlook and Publisher is preferred.

Apply online at:

http://www.lexco.com/applications/hr/online/PUBLIC/CM/CANCY_LISTING_683PK or contact HR Recruiter at (803) 785-0158 or cmrecruiting@lexco.com. (Posted 5/20/09)

City Engineer The City of Clemson is seeking a City Engineer.

Under direct supervision, performs complex and professional engineering work for water, sewer, storm, and other public works projects and programs. Work involves extensive technical competence and maintenance with all current codes and criteria, may serve as a Project Manager, planning, designing, and directing construction and maintenance of structures and facilities, such as roads, bridges, channels, dams, irrigation projects, pipelines, water and sewage systems, waste disposal units, public buildings and parks, and supervising a limited staff of City Engineer. Reports to the City Administrator.

Requires a Bachelor's degree in Civil Engineering or closely related field, with four years of public civil engineering experience with emphasis in municipal type projects, or any equivalent combination of training and experience which provides the required knowledge, skills and abilities. Must possess a valid S.C. driver's license and S.C. Professional Engineer Certification.

Has thorough knowledge of the methods, policies, and procedures of the Engineering Department as they pertain to the performance of duties of the City Engineer. Is skilled in operating the recorded tools and equipment. Is able to communicate effectively, orally and in writing, with employees, consultants, other governmental agency representatives, City officials and the general public. Is able to conduct necessary engineering research and compile comprehensive reports. Has knowledge of the activities, procedures, and methods of all divisions supervised. Has knowledge of the principles of organization, planning, development, and implementation of responsibilities as they relate to the activities of the position.

Applicants will resumes accepted at Clanton City Hall, HR Department, M-F, 8:00 A.M. – 5:00 P.M. through Monday, July 6, 2009 or you can mail your resume to City of Clanton, HR Dept, 1250 Tiger Blvd, Suite 1, Clanton, SC 29663, EOE. (Posted 05/29/09)

Building Inspector/Code Enforcement Officer (Part-Time)

The Town of Estill is seeking a part-time Building Inspector/Code Enforcement Officer.

Inspects residential and commercial buildings during various stages of construction and remodeling; enforce compliance with applicable codes, ordinances and regulations; recommends modifications and adjustments as necessary. Inspect existing residential and commercial structures for change of use, occupancy, or compliance with applicable codes and ordinances. Performs audits as necessary for all systems of building inspection and code enforcement. Investigates reports of code and ordinance violations; determines appropriate course of action to correct violations; Prepares and serves letters to business and property owners explain code violations; Enforces the zoning ordinance and sign ordinance.

Requires Interstate Code Council or International Conference of Building Officials certification as a Building Inspector. Requires SC certification as Code Enforcement Officer or ability to become certified by the State of South Carolina. Possession of or ability to obtain a SC Driver's License. Successful driver's license check, drug test, and criminal background check.

Applications may be picked-up at the Estill Town Hall or mailed to motivated applicants. Applicants are encouraged to attach a resume to the application. Office hours are 8:30am – 3:00pm, Monday – Friday. Estill Town Hall is located at 205 Railroad Avenue, Estill, SC.

Send completed applications, resume and cover letter to: Town Administrator After Job Announcements PO Box 415 Estill, SC 29513, EOE. (Posted 05/28/09)

Downtown Manager

The City of Camden is seeking a downtown manager.

This is a high profile, no-start position responsible for a variety of promotion, marketing, and revenue programs designed to stimulate private investment in the downtown area of the City. A significant emphasis on downtown projects will be coupled with activities that will promote business and job creation in the City. This position will work with prospective businesses, developers, property owners, existing businesses, and other local and state officials in pursuit of economic development objectives.

This position requires a demonstrated record of professional accomplishment in downtown development, economic development, or other comparable experience. Preferably minimum of three to five years experience in downtown development, marketing, community development or economic development. Excellent writing and public presentation skills required. Bachelor's Degree required. Masters Degree in Public or Business Administration strongly preferred. The position will report directly to the City Manager.

Starting annual salary will depend on experience and qualifications of the candidate; expected pay range is in the range of \$60,000 with an attractive benefit package.

Send cover letter, resume and salary history to: City of Camden Personnel Department, P.O. Office Box 7002, Camden, SC 29201 or email to Peggy Rowers, Personnel Assistant, prowers@camdensc.org by June 30, 2009. EOE.

Director

San Francisco is seeking a director.

Under direct supervision, coordinates tourism activities; develops, executes and documents a comprehensive city-wide economic and aesthetic revitalization program through the attraction of new quality businesses, building rehabilitation and improvements to public infrastructure. Oversees the National Trust Main Street Corridor Foot Path. Approval of downtown revitalization design, economic restructuring, organization and

ADMINISTRATOR SELECTION

Kay, I did not retain any records from our search in 2007. All of the following is from memory. I think we had 13 sessions of meetings and interviews. As I recall we had 42 individuals who submitted resumes. We organized the process into 3 specific areas. First were the requisition and the requirements for the job. Second was the interview process itself and the base questions asked each candidate. Third were the public input and the final selection including contract negotiations.

Requisition required elements:

- Outstanding oral communication skills
- Proven written communication skills
- College graduate
- Minimum of 5 years management experience
- Public sector employment experience
- Knowledge of SC laws of governance
- Willing to locate to Oconee County within 120 days

Preferred elements:

- Public safety experience
- Municipal or County government management background
- Masters Degree in public administration or its equivalent

Interview Questions:

I established a series of questions to be asked each candidate. Each member of Council had a specific category and specific questions. Of course, follow-up questions could vary depending upon the responses. However, each candidate was asked the same series of questions in the same order.

- 1). Please tell us about yourself including your family. What prompted you to apply for this position? Talk about your current job and specific accomplishments on the job. Are you familiar with Oconee County and its government?
- 2). Do you have any experience building a budget? If so, what process did you use in developing the budget? What role should an administrator play in budget development? Do you think the School District should be autonomous and why? Do you have any experience in grant writing?
- 3). What do you understand to be the relationship between elected and appointed officials and the administrator? Do you have any experience in team building and/or consensus building? If so, please cite examples and the outcome. Do you have experience in disciplining employees? If so, cite examples and the outcome.

- 4). Do you have any experience in public safety or emergency management? Please discuss how you see this in County government. What role should the Administrator play in regard to public safety; specifically the sheriff's office?
- 5). How should the County work with Municipal governments? What is the Administrator's role in establishing these relationships? Should the County have a strong relationship with its legislative delegation and why?

The interview process took about 1 ½ hours. We interviewed 2 candidates each session and then followed with a tour in the afternoon and lunch at a local restaurant. After we interviewed 10 candidates (I think) we narrowed the field to 8 for background checks. We cut this number in half for the final process. Finally, we held two dinners at Pixie and Bills and invited the Press, local government officials and some members of the public. Two candidates were invited to each dinner. I interviewed all the attendees to get feedback. Most attendees were very free with their opinions and gave some very good insight for our final selection process.

Brad Norton did most of the contract negotiation but I did rewrite significant portions of the contract.

ICMA

Leaders at the Core of Better Communities

Handwritten: 10/11/09
M.M.
Montreal Act

ICMA Newsletter

May 25, 2009

Vol. 90, No. 11

ELIGIBLE FOR A SERVICE AWARD THIS YEAR?

It's that time again! We need your help to ensure the accuracy of the service awards list. Take a look at the preliminary list on icma.org by clicking on Service Awards under the Awards tab on the left side of the home page. If you don't see your name listed but think it should be, send an e-mail to awards@icma.org by June 2.

TOLL-FREE ICMA PHONE NUMBER AVAILABLE

ICMA's toll-free telephone line—800/745-8780—is available for direct access to ICMA's customer service staff, who are ready to answer questions about membership, publications, and other services. The toll-free line is available in the United States, Canada, and the Caribbean. Members in the D.C. area and those from other countries should call 202/962-3680 with membership questions or 202/289-4262 for calls not related to membership.

icma.org

Deadline for June 8 Issue:
May 28

Conference Housing and Registration Open June 1

Mark your calendar! Beginning June 1, you can reserve a hotel room and register online at icma.org/conference2009 for ICMA's 2009 annual conference, September 13–16 in Montreal, Quebec. Or you can download the housing and registration forms from the site and return them by fax or mail. These materials also will be included in the preliminary program packet, which was mailed to ICMA members by third-class postage on May 22. You will not receive a housing form in the ICMA Newsletter.

The online housing bureau will open at 12 noon eastern daylight time on June 1 to give members in different time zones an equal opportunity to reserve the hotel they prefer. Montreal's compact island city is lively, clean, safe, and walkable. Since all conference hotels are within walking distance of the Palais des congrès, where most conference sessions and events will take place, and to be environmentally conscious, no shuttle bus service will be provided between conference hotels and the Palais des congrès. If you prefer not to walk, taxis are plentiful and there is an extensive public transportation system featuring the Métro subway.


Montreal
ICMA 95TH ANNUAL CONFERENCE
13-16 SEPTEMBER 2009

Leadership ICMA Builds Critical Leadership Skills and Challenges High Performers

Leadership ICMA builds the skills necessary for leadership that make a difference to the community, the profession, and the individual. In tough economic times, leadership becomes more important than ever to the sustainability and stewardship of local government.

Leadership ICMA is a highly competitive, intensive, two-year ICMA University program designed to cultivate key competencies needed for successful leadership at all levels of local government. Class members have at least three years of significant management experience and are currently in or will move to senior leadership roles in the near future. The program facilitates networking within the profession and enhances connections between local government managers and their professional association. lifa.icma.org

Continued on page 8

ICMA Membership Applications

(Applications for new members, transfers in status, and reinstatements of membership will be effective 60 days from the date of this publication, unless a written objection is received by ICMA.)

New Full Members: Colin K. Briggs, St. Catharines, ON, Canada; Jeanne M. Greese, Moon Township, PA; Timothy W. Grier, Star Valley, AZ; John C. LuLe Jr., Scottsdale, AZ; Kevin G. Patterson, Scotland County, NC; Stan Orfan, Westchester, IL; Elaine Williams, Floyd County, GA.

Upgrade to Full Members: Robert J. Bartelt, Howard, WI.

Reinstated Full Members: Jane W. Catalano, Pleasant Hill, CA; Richard D. Houtsteman, Kentwood, MI.

Member Appointments to Local Government

Robert J. Bartelt, director of public works, Howard, WI, since 1998, has been appointed assistant village administrator of Howard, WI.

John W. Coffey, budget administrator, Palm Bay, FL, since 2005,

has been appointed ICMA local government advisor to Iraq.

Amanda K. Deaton has been appointed assistant to the chief administrative officer of Macon, GA.

Michael S. Frank, assistant city manager, Santa Rosa, CA, since 2006, has been appointed city manager of Novato, CA.

Thomas C. Smith has been appointed borough manager of Skagway, AK.

Karl A. Steward, business analyst, Dallas, TX, since 2007, has been appointed operations budget manager of Dallas, TX.

Members Recommended to Receive Credential in June

The ICMA Credentialed Manager (ICMA-CM) designation has become widely respected, frequently requested in recruitment of positions, and cited in positive media coverage of public stewardship. Congratulations to the following members who have been recommended by the Credentialing Advisory Board to receive ICMA Credentialed Manager or Candidate status in late June.

ICMA Credentialed Managers are professional local government managers qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development. Objectives must be filed in writing to the ICMA executive director and received by June 18, 2008.

Direct inquiries to credentialing@icma.org.

ICMA Credentialed Managers

Pantela W. Anril, Novi, MI; **William D. Cahill**, Mezzad, CA; **Stephen G. Eldridge**, Lisbon, ME; **Sharon R. Hammer**, Sun Valley, IL; **John D. Hanson**, Irmo, SC; **C. Jack Horton**, Macon County, NC; **Robert L. Irvin**, Lincolnshire, IL; **Philip M. Kern**, Deano, MN; **Christopher A. Martin**, Essex-Barrington, IL; **William A. Monahan**, OR; **Jeffrey I. Naffal**, FL; **Marketa George Oliver**, Windsor Heights, IA; **Lon D. Pluckhahn**, Marion, IA; **Daniel T. Porta**, Cartersville, GA; **J. David Strahl**, Mount Prospect, IL; **David A. Strohl**, Morton, IL; **M. Chris Swartz**, Shorewood, WI.

ICMA Credentialed Manager Candidates

B. R. Baker, South Lancaster County - City of Hickman, NE; **John A. Budesky**, New Kent County, VA; **Daniel J. Coss**, Marysville, MI; **Nathan B. George**, Fishers, IN; **Stot E. Simpson**, River Falls, WI; **Kenneth Stuplin**, Santa Clarita, CA; **David A. Vela**, Abilene, TX.

ICMA Newsletter
USPS-128-690

Published biweekly by the International and City/County Management Association, 777 North Capitol Street, N.E., Suite 500, Washington, D.C. 20002-202/249-4762. Periodicals class postage paid at Washington, D.C. Copy cannot be duplicated or reprinted without permission of ICMA. U.S. and foreign subscription rates \$215 a year. Printed in the U.S.A. Postmaster: send change of address to ICMA Newsletter, 777 North Capitol Street, N.E., Suite 500, Washington, D.C. 20002-4201.

Editor & Production Artist: Kathleen Keiss

Career Opportunities

CAO POSITIONS

recognized local governments

Beloit, KS (4,017)

City Administrator. Starting salary: negotiable DOE + benefits. ICMA (CMA) recognized in 1982; 2 administrators since 1990. Require bachelor's degree in public/business administration; 3-5 years progressively responsible municipal government administrative/management experience, in-depth knowledge of government operations, municipal finance, & utility management; strong communication, administrative, & financial skills. Resume, cover letter, & references to Rebecca Koster, Mayor, City of Beloit, PO Box 336, 67420. Open mail filed; reviews beginning immediately. EOE.

Berkeley, MD (10,063)

City Manager. Salary: DOE. ICMA (CMA) recognized in 1957; 2 managers since 1990. \$10M budget. Run own police & fire departments. Suburban area of St. Louis. Currently undergoing development of approximately 300 acres of land. Require graduation from accredited college/university with master's degree in public administration/business administration; 3 years public sector related experience & 5 years public sector administration experience; demonstrated ability in intergovernmental relations. Proven expertise in economic development, downtown development/redevelopment, & revitalization programs; a plus. Residential requirement. Background check required. Resume, cover letter, minimum 3

professional references, & current salary information to: Cecilia Pittman, City Clerk, City of Berkeley, 6140 North Stanley Rd., 94704, postmarked by 6/30/09. EOE/M/F

Hebron, CT (10,000)

Town Manager. Starting salary: \$100K negotiable DOE/E + benefits. 3 managers since ICMA (CMA) recognized in 1990. 5-member board of selectmen elected at large for 4-year overlapping terms. \$33M budget, including schools (MS/HS regional). State grade located in central Conn., 75 miles south of Hartford & 2 hours from Boston & New York. 57 square mile rural community w/ outstanding schools, state & town recreational facilities, parks, open space, lovely homes, & land for residential & business growth. Prefer bachelor's &/or master's degree in public administration/related field with several years progressively responsible local government management experience serving as town manager/assistant town manager in municipality with 60+ more employees; ICMA Credentialed Manager. Ideal candidate has strong interpersonal skills & demonstrated experience in economic development, grant acquisition, goal setting, regionalization of services, & community development functions. No residency requirement. More information at www.hebronct.com. Resume & cover letter to Town Manager Search Committee, Town of Hebron, PO Box 1504, 06248-7504; 860/228-8971, x130; e-mail, townmanagersaandc@hebronct.com; by 7/31/09. Open mail filed. EOE.

Orange, VA (4,500)

Town Manager. Salary: \$90,500 - \$127,400 + benefits, starting salary: negotiable DOE. ICMA (CMA) recognized in 1935; 6 managers since 1990. Current manager leading 4-member council elected at large. \$3M+ operating budget; approximately 50 full-time employees. Departments include police, public works, finance, community development, water & sewer utilities. Main Street community. Require college degree, preferably in public/business administration; strong background of 5-7 years in local government management, financial management, engineering, economic development, & planning. Serves as chief administrative officer reporting directly to town council; employs all department heads, submits annual budget, & responsible for daily operation of town government. Additional information at www.townoforangeva.org. E-mail inquiries to townclerk@townoforangeva.org. Cover letter & resume to Human Resources Director, Town of Orange, 118 Bellevue Ave., 22965. Open mail filed. EOE.

Information about the number of managers holding a position since recognition was granted is obtained from the advertising local government or individual phone board.

** Governments not recognized by ICMA including those in which recognition action is pending.

IC Participants in the ICMA Retirement Corporation. For more information on this deferred compensation plan, contact ICMA, RC# 800/669-7400.

Riverdale Park, MD (6,700)

Town Administrator. Salary: competitive DQG. ICMA (CM) recognized in 1983; 1 administrator since 1991. Current administrator retiring in 10/09 after 30 years as administrator. Community is an inner-behavior town, short distance from nation's capital, & home to University of Maryland W-Square (largest research park in state) located in Prince George's County. Highly prefer master's degree in public administration/related field, substantial experience working for local government, including successful economic & community development background. Desire Spanish language skills. Responsible for working with mayor & town council to provide oversight of general administration of town government, including finance administration, grants management, & human resources; effective interaction with regional institutions. Resume & salary history to Town Administrator position, c/o Town Administrator Search Committee, Town of Riverdale Park, 5008 Queensbury Rd., 20737, by 6/15/08. EOE

Riverside, IL (8,895)

Village Manager. Salary: DQG. ICMA (CM) recognized in 1925; 1 manager since 1890. 7-person village board. National Historic Landmark & only completed Oldest planned community. Ideal candidate has degree from 4-year college/university with major course work in public/business administration/political science/public policy/closely related field. Master's Degree in public/business administration/closely related field a plus. Prefer ICMA Certified Manager. Require proven record of success in municipal management, including experience as city/village manager/administrator/assistant city/village manager/administrator. Perform variety of administrative, supervisory, & professional work in plan-

ning, developing, & administering total operations & overall policies as established by board, including preparing, submitting, & overseeing administration of village's annual budget & long-range financial plan; preparing & submitting justifications for capital improvements, including review of funding alternatives; analyzing costs, & preparing recommendations, reporting on any special municipal activity as requested by board & responding to citizen requests relative to village services; attending meetings of local, regional, state, & other elected & appointed official bodies to represent interests of village; supervising employees; providing leadership to department heads; establishing goals; conducting regular staff meetings; promoting & maintaining responsive community relations. Work performed under direction of board with wide latitude for application of independent professional judgment & subject to review by board for results accomplished. Resume & detailed salary history to Village President, Village of Riverside, 27 Riverside Rd., 60546; fax, 708/447-2704; e-mail, resume@riverside.il.us. EOE

CAO POSITIONS**nonrecognized local governments******Allegany County, MD (73,000)**

County Administrator. Salary: open DQG/E + benefits. \$129M+ budget; approximately 600 full-time employees. Classified as "code home rule" county under Article XI-F of Constitution of Md. Situated in heart of western Md. Equidistant from Baltimore, Washington, DC, & Pittsburgh. Diverse businesses & industries produce myriad of different products, including high-quality paper & packaging, raw resources for energy, & national defense equipment & materials. & employ approximately 25,000. Terrain is predominately rolling hills with rich forestation & open pastures. Long known for its heritage as transportation hub,

county offers enviable quality of life, with low cost of living, good schools, low crime rates, & numerous cultural & recreational activities. Require bachelor's degree in public/business administration/related field from accredited college/university, prefer master's degree in business/public administration/related field & at least 6 years experience in public administration/government service; comparable amount of training & experience may be substituted for minimum qualifications; considerable knowledge of principles & practices of public administration, county government organization, & management decision-making principles; strong interpersonal, financial, & strategic planning skills & experience; demonstrated ability in oral & written communication; development of policies & programs for public administration, & supervision of staff of professionals; ability to be proactive, questioning, insightful, & innovative; to deal with sensitive information & issues; & to negotiate agreements. Responsible to board of county commissioners for administration of all county affairs placed in administrator's charge by/under county code/other applicable law. Information on governmental structure & links to community, educational, & recreational resources at www.gov.allconet.org. Obtain application & complete job description from Allegany County-Office Complex, 701 Kelly Rd., Cumberland, 21502-2803 or www.gov.allconet.org/hrps/jobs.htm. Application, resume, & letter of interest to Director of Human Resources at above address by 6/26/09. No phone calls. Reasonable accommodations made for individuals with disabilities to perform essential tasks. EOE

****Summit County, UT (10,000; 55,000 seasonal)**

County Manager. Salary: \$110-\$140K BRG + excellent benefits.

New position. Located 30 minutes from downtown Salt Lake City & nestled in Wasatch Mountains. As a recreational area, county known throughout US & world for quality & variety of its natural environment, recreational & cultural opportunities. Require graduation from accredited 4-year college/university with bachelor's degree in public administration/public finance/similar educational degree. desire master's degree in public administration/business administration. 5 years working as administrator in city/county government, including all quasi-public entities which are created by state/county/city government. Chief executive officer manages day-to-day affairs of county, provides visionary innovative leadership, supervision, coordination, & general direction for county & department heads. Additional information at www.sccmiutechnology.org. For more information, contact Brian Bellamy at bbellamy@ccsccmiutechnology.org or 435/635-3267. Resume & cover letter explaining why you would like to serve as county manager & would be good candidate for position to Manager Selection Committee, Summit County, PO Box 128, Coalville, 80417, by 6/12/08, 5:00 pm MDT.

****Upper Uwchlan Township, PA (10,000)**
Borough Manager. Salary: DOQ + benefits. 1 manager since 1985, 3 member board of supervisors elected at large. \$6.3M total budget; 18 FT employees. Require Bachelor's degree in public administration/related field & at least 5 years local government administration experience; able to work with capable & experienced staff, experienced with team-building, excellent communications & people skills. Desire varied background in municipal operations & ability to carry out key policy initiatives. See www.upperuwchlanpa.gov. Cover letter, resume, & sal-

ary requirements to Local Government Management Services, LLC, 112 Cathedral Dr., North Wales, PA 19154; e-mail preferred, lgms@comcast.net, by 6/30/09. EOE

ASSISTANTS

Alliance, NE (\$9,000)
Administration Assistant to the City Manager. Salary: 539,248-\$44,115 DOQ - excellent benefits. Require master's degree in public administration/political science/human resources/business administration/closely related field at time of assuming position. Prefer ICMA Certified Manager, Contract Personnel Office, PO Box D (321 Laraine Ave.), 69301, 308/762-5400; e-mail: obs@cityofalliance.net; or www.cityofalliance.net for application information & job description. City application form & resume required by 5/12/09. EOE.

Englewood, CA (117,000)
Assistant City Administrative Director. Salary: \$98,771-\$147,050 DOQ. City is re-emerging & vibrant community & ideally situated to provide easy access to entire Los Angeles basin. Requires bachelor's degree in public/business administration/public finance/related field & at least 5 years executive management experience; exceptional customer service orientation & ability to bring creative, analytical, & resourceful solutions to public sector environment. Ideal candidate has strong administrative skills with strong focus in areas of finance, budget, & human resources. One or 2 assistants that report to city administrator & will have major role moving organization towards new unified vision of quality service. Operational responsibility for departments of human resources, IT, finance, libraries, & parks/recreation/community services. Formal position announcement at www.acever.com/net/jobs. Cover letter, resume,

current salary, & 3 work-related references to Paul Korman, Avery Associates, 3 1/2 North Santa Cruz Ave., Suite A, Los Gatos, 95030, 408/359-4424; fax, 408/359-4425; e-mail preferred, jobs@averyasoc.net, by 6/12/09.

FINANCE

Fauquier County, VA (68,000)
Director of Finance. Salary: 584,505-\$110,253 - excellent benefits. Require bachelor's degree in accounting/public finance/related field & 5 years experience &/or training including government accounting/finance & supervisory experience. Prefer CPA certification/related master's degree. Responsible for management & supervision of county government & school consolidated finance department in areas of general ledger, payroll, accounts receivable, accounts payable, & procurement. Submit online application at <http://apply.fauquiercounty.gov>. (70307) EEO/AA/M/F/PC

OTHER

College Station, TX (87,650)
Assistant Director of Community & Neighborhood Planning. Starting salary: DOE + benefits; relocation assistance. New position. Require bachelor's degree in urban planning/architecture/public administration/construction management/related field from accredited college/university; prefer master's degree in public administration/urban planning/architecture/related field & AICP designation; 5/more years progressive experience in urban planning with minimum 2 years relevant supervisory experience; record of accomplishment & success in long-range planning & understanding of comprehensive plan & its process; background & experience should include exposure to suburban community & capacity to understand municipal issues of

technical level & convey them to laypersons in concise, articulate manner; experience working in university/fast-growing suburban city & have coordinated activities consistent with established goals, objectives, & policies; strong leadership quality & genuine interest in improving & actively participating in community; capacity & interest to be effective mentor & leader for staff; exhibit strong coordination & relationship-building skills in working with neighborhood representatives, development interests, & city staff; set positive example of competence, professionalism, energy, & work ethic in organization & community. Ideal candidate has knowledge & experience in community planning, neighborhood planning, code administration, & ordinance development. Prepare & implement policies & programs relative to planning & development administration under direction of planning & development services director; work closely with city's leadership team in carrying out city-wide initiatives & setting tone & vision for employees of city. Opportunity to work & live within 1 of the most progressive communities & experience lifestyle found here is another advantage which is part of this challenging opportunity. Transmittal letter of interest & resume to Affton Public, 20 North 2nd St., Suite 200, East St. Louis, PA 17101; 488-121-1922; e-mail, resumes@afftonpublic.com.

Colleyville, TX (23,261)

Economic Development Director
Salary: 100K. Requires minimum BA in planning/business administration/marketing-related field; 5 years experience in commercial real estate/economic development/marketing focusing on attraction of retail & sales tax generating businesses. Prefer Tex. real estate license &/or CLS, CCIM, CED/CD designation. Plan, promote, market, expand, &

manage economic development. Information on how to apply at www.colleyville.com. Open until filled. EOE.

Delaware, OH (33,000)

Economic Development Coordinator
Salary: \$70-\$80K. Requires bachelor's degree in public/business administration/economics/finance/related field, prefer master's degree; minimum 5 years progressively responsible management experience that includes senior-level economic development activities in public sector agency/equivalent organization that would confer comparable skills base; dedicated, creative, responsive, & experienced. Desire municipal government experience & ability to obtain professional certification as certified economic developer. Reports directly to city manager & responsible for all aspects of economic development; interfacing with public, private, & non-profit organizations for business attraction, creation, expansion, & retention activities & oversight for full-service community. Serious inquiries to department of administrative services at 740/203-1935 or e-mail, recruiting@delawareohio.net. Job profile, job description, & employment application at www.delawareohio.net. Resumes, complete application, & cover letter to City of Delaware, City Hall, Department of Administrative Services, One South Sandusky St., 43015, by 8/8/08.

Fulton County, GA (1,014,000)

Director of General Services & Public Works
Salary: \$105,576-\$171,833 + excellent benefits; 7-member elected commissioners serving 4-year concurrent terms; Commission appoints county manager who administers day-to-day operations of county. \$634M general fund budget. Provides full range of services, including fire, public, courts & justice system, health & human services, general

services, & public works. Prosperous & growing county continues to attract new residents & businesses to high-quality & diverse community. Home to many Fortune 500 companies & world's busiest airport, serves as commercial & transportation center. Atlanta & 15 additional cities located in county. This affords residents unique opportunity of enjoying popular metropolitan area & small towns that combine cultural opportunities, professional sports teams, & great restaurants with reasonable cost of living & affordable housing. Require bachelor's degree in business/public administration/public works management/architecture/mechanical/electrical/civil engineering/construction management/related field, prefer master's degree in any of above disciplines/related field; 10 years progressively responsible experience in overseeing large-scale programs noted below, & 7 years supervisory experience or equivalent combination of education & experience sufficient to successfully perform essential duties of job. Series at pleasure of manager. Oversees areas of public works programs; grounds & building maintenance; building engineering; land acquisition; capital construction development; design, construction, & renovation of county governmental facilities; water & wastewater systems; & supply, maintenance, & transportation (fleet) services. Department has approximately 400 employees & \$40M budget. Cover letter, resume, & salary history to Sam Trager, Managing Consultant, Slavin Management Consultants, 3040 Holcomb Bridge Rd., Suite A-1, Norcross, 30071; 770/448-4556; fax: 770/416-0848; e-mail, slavin@bellsouth.net; www.slavinweb.com. Open until filled. Under Ga. open records laws, resumes are public documents & provided to media upon request. Call prior to submitting resume if confidentiality is important. EOE.

Lancaster, CA (145,243)

Performing Arts Manager Salary: \$80,272-\$96,732 DOO + benefits. Require bachelor's degree from accredited college/university with major course work in recreation/ administration/theater arts/closely related field; minimum 4 years increasingly responsible arts & cultural program administration experience in organized arts & cultural activities, with some supervisory experience; highly motivated, self-confident, creative, innovative, & experienced. Mid-management position with parks, recreation, & arts department. Plan, organize, direct, & supervise performing arts center & activities, book quality-season performance schedules, & provide overall artistic direction for the area; provide highly responsible & technical staff assistance; & perform variety of other professional tasks as required. More information or apply online at www.ciyo.lancasterca.org. Open until filled. First applicant review takes place 5/22/09.

Miami-Dade County, FL (2,300,000)

Director, Miami Dade Public Housing Agency Salary: \$147,279-\$262,351 + benefits \$80M in affordable housing development funds, \$260M budget, \$42M in assets, 405 staff. Ideal candidate has bachelor's degree in business administration/public administration/related field, prefer master's degree; 10 years progressively responsible professional experience in affordable housing & assisted housing. Require dynamic, innovative, strong, visionary leader with proven track record in organizational transformation & extensive planning, directing, coordination, & operational experience. For additional information, contact Lee Ann Dixon at 305/575-5379 or e-mail below. Apply online at www.miamidade.gov/jobs & send resume & salary requirements.

in ldixon@miamidade.gov. Open until filled.

West Linn, OR (24,000)

Planning Director Salary: \$79,560-\$108,576 + excellent benefits. Require master's degree in planning/administration & 10 years municipal planning experience with knowledge of Org. land use planning; proven leader; sound management, supervision, & excellent communication skills. Visit www.westlinn-oregon.gov for more information or call 502/657-0331. Deadline 5/15/09, 4:00 pm. EEO

Retirements

Gordon R. Anderson retired in December after serving as assistant city manager, Santa Monica, Calif., since 2000; as assistant city manager, Hayward, Calif., 1995-2000; deputy city manager/director of community development, San Pablo, Calif., 1991-95; special assistant to the city manager, Pasadena, Calif., 1987-91; and economic development administrator, Pasadena, 1982-87.

Douglas K. Leslie, city manager, Cape Girardeau, Mo., 2003-09; director of public works, Cape Girardeau, 1995-2003; assistant city manager/director of public works, Cape Girardeau, 1993-95; public works director, Cape Girardeau, 1990-93; city manager, Nevada, Mo., 1979-80; assistant city manager & community development director, Nevada, 1975-79; program coordinator, Texasiana Manpower, Ark., 1974-78; and administrator intern, Texasiana, 1974.

Joel R. Mashburn, county manager, Hertel County, N.C., 1988-2009; county administrator, Greenville County, S.C., 1984-88; county administrator, Henderson County, N.C., 1979-84; and county manager, Macon County, N.C., 1978-79.

Stephen H. Mason, city administrator, Hanahan, S.C., 2005-09; assistant city manager, Shelby, N.C., 1998-2005; community development director, Shelby, 1995-97; planner, state of North Carolina, 1974-77; and planner, state of Tennessee, 1973-74.

In Transition

Members, working in new governments, who have been laid off or forced to resign their positions or whose positions were eliminated or listed below. Members are encouraged to contact these individuals to offer support and/or information on employment opportunities.

Jeffrey D. Kobroek, former city manager, Gardiner, Maine 04343; 207/588-7484; lkobroek@gwi.net.

Frank E. Robbette, former city manager, Winton, W.Va. 2629; Werninger St., Clarksburg, W.Va. 26301; 304/623-2960.

Support the Fund with Automatically Drafted Contributions

How can you sustain your support for the ICMA Fund for Professional Management in the current economy? Try spreading out your contribution over the coming months by scheduling one-time or recurring payments to be automatically drafted from your bank account through a partnership with ICMA's bank, SunTrust. From Web site icma.org/donate, follow the instructions to login and establish the parameters for your contribution. While you do not need to have a personal bank account with SunTrust to use this new feature, you will need to establish a username and password, which is separate from your ICMA username.

Members with questions, suggestions, or concerns about the Fund can send an e-mail to fund@icma.org.

Leadership ICMA... From page 7

This program has not increased since its inception in 2005 and remains at \$1,500 per year.

This competitive program is limited to 15 candidates who are ICMA members and have at least three years of management experience in local government or a related field. The two-year program begins with a leadership orientation and immersion session held at ICMA in Washington, D.C. led by ICMA Executive Director Bob O'Neil and ICMA Director of Leadership Development Felicia Logan. The first meeting includes sessions on ethics, performance measurement, and the democratic process.

The eight-day ICMA senior executive institute also is completed during the first year of the program. Program faculty is composed of well-respected academics who teach in public administration programs and local government executive institutes, local government practitioners, and other content experts. Classes are formed in June and the first meeting is held in Washington, D.C., during the first week in December. During the second year, class members work on team-based capstone consulting projects managed by Bob O'Neil.

All Leadership ICMA graduates receive one year of experience "credit" toward the ICMA Voluntary Credentialing Program. Graduates return to their communities with fine-tuned competencies in local government leadership, ethics and integrity, analytical skills, strategic planning, community building and organizational effectiveness, and are prepared with the tools and strategies to successfully overcome roadblocks.

To learn more and to apply to the program, go to icma.org and choose Leadership ICMA under the ICMA University tab. The application deadline is June 11, 2009.

ICMA Hosts Women Leaders from Iraq

How can local governments identify new revenue sources? How can GIS be used to improve planning and decision making? How can elected councils become more effective? How can local governments improve service delivery?

These questions were posed by a group of eight Iraqi women leaders who visited ICMA on April 29 as part of a U.S. study tour—showing that some local government concerns cross international and cultural boundaries.

Their questions were answered by a local manager and ICMA staff. ICMA member Shannon Flanagan Watson, assistant county manager, Arlington County, Va., explained council-manager government and described service delivery practices in a large metropolitan jurisdiction. In response to questions about revenue, she explained that U.S. local governments generate revenue through taxation of property and business—a system that is not in place in Iraq.

Staff described ICMA's programs in Iraq and its resources for international development and explained the role of associations in strengthening a profession by providing information, training, and networking opportunities for members.

Several of the participants are members of provincial councils in geographic areas where ICMA is working under the third phase of the USAID-funded Iraq Community Action Program (ICAP III). Under the program, ICMA provides training and technical assistance to help district (qada) and subdistrict (muhay) governments better identify and articulate community needs, prioritize projects and services, and advocate successfully for funding from higher levels of government. The participants emphasized the importance of building local capacity, particularly in planning and financial management.

The visitors included a member of the Iraqi Parliament, a newspaper owner, the head of a nursing school, and directors of GIS, personnel, and public works for local and provincial entities. Their visit is sponsored by the U.S. Department of State's International Visitor Leadership Program, which seeks to build mutual understanding between the United States and other nations through professional visits to the United States for current and emerging leaders from other countries. The visit was administered by the World Learning Visitor Exchange Program.

The three-week visit focused on the participation of women in political decision making and their involvement in business, law, unions, education, health care, self-help programs, and volunteer efforts. During educational sessions across the country, guest participants learned how women in the United States have achieved access to leadership opportunities at the local, state, and national levels.

In addition to its work on ICAP, ICMA is currently working on the third phase of the Iraq Local Government Program (LGP). Under LGP, ICMA is responsible for:

- Assessing the current planning and budgeting mechanisms utilized by the provinces and recommending refinements to the mechanisms.
- Guiding GIS advisors in assessing how GIS applications could be used to support provincial analysis and planning at the provincial level.
- Helping the provincial governments coordinate with the Ministry of Planning and other ministries so that the various sources of public funding are integrated.

As part of its mission, ICMA frequently hosts international visitors and provides opportunities for them to hear from city and county managers and staff in the United States.